OIG

OFFICE OF THE INSPECTOR GENERAL

Strategic Plan

2006–2008

Introduction

I am pleased to present the 2006 – 2008 strategic plan of the U.S. Government Printing Office (GPO), Office of the Inspector General (OIG). This document articulates the vision, mission, goals, objectives, and strategies that will guide the OIG over the next four years.

In light of GPO's recently unveiled Strategic Vision for the 21st Century, the OIG has reviewed and reassessed its role within the agency. This new strategic plan is intended to focus the OIG's efforts on those areas of GPO's operations that are the most critical to the agency's future success, while ensuring that the OIG maintains its independence and continues to carry out those duties and functions mandated by law.

The basic purpose of any strategic planning process is to determine where an organization is, where it wants to be, and how it is going to get there. This strategic plan attempts to address those issues and also seeks to provide the blueprint for the OIG as it strives to be an agent for positive change within GPO during the agency's unprecedented transformation.

The process for developing this plan involved contributions from staff within each component of the OIG, including Audit, Investigations, and Administration and Inspections. The process also included close consultation with both Congress and all aspects of GPO management. This participation by GPO's stakeholders was critical to identifying the areas of greatest concern, and enabled us to incorporate into our plan those areas of emphasis that best reflect customer needs and priorities.

The first step in our planning process was to adopt a new vision and mission. These are the fundamental premises that will guide the OIG's short and long-term efforts and activities. Next, we assessed our strengths and weaknesses, and identified internal and external environmental factors and assumptions about the future that will significantly influence our goals and objectives, and the strategies needed to

achieve them. During that assessment process, we determined that the GPO's unprecedented transformation is likely to provide the greatest challenges to accomplishing our mission.

This strategic plan is intended as an evolving document, a guide for the future that will be updated as necessary to ensure that the OIG's activities are relevant, timely, and responsive to the priorities of both the Public Printer and Congress. We will continue to work closely with our customers and other stakeholders as we continuously redefine our priorities for the future.

Finally, I want to recognize the extraordinary efforts of the entire OIG staff in preparing this document. Countless hours were spent meeting with GPO managers and Congressional staffs, thinking critically and strategically about the OIG's operations, and drafting and editing the document that follows. This truly was a team effort by an outstanding group of professionals who, together, are committed to the plan's success.

GREGORY A. BROWER
Inspector General
U.S. Government Printing Office

I. VISION

The GPO OIG will be the independent and objective source for relevant, timely, and value-added audits, inspections, and investigations in support of GPO's transformation into a 21st Century digital information agency.

II. MISSION AND AUTHORITY

The mission of the GPO OIG derives from the authority found in the GPO Inspector General Act of 1988 and the Inspector General Act of 1978. In accordance with its statutory mandate, the GPO OIG is an independent and objective office whose primary mission is to:

- Provide policy direction for, and to conduct, supervise, and coordinate audits, inspections, and investigations relating to the financial and operational programs and activities of the GPO.
- Prevent and detect fraud, waste, abuse and mismanagement.
- Provide leadership and coordination and recommend policies to promote economy, efficiency, and effectiveness.
- Provide a means of keeping the Public Printer and the Congress fully and currently informed about problems and deficiencies relating to the administration and operations of the GPO.
- Review existing and proposed legislation, regulations, and policies relating to GPO programs and operations.

In carrying out its mission, the GPO OIG is empowered by Congress to:

- Have access to all records, reports, audits, reviews, documents, papers, recommendations or other materials related to GPO programs and operations.
- Conduct investigations and issue reports relating to the administration of GPO programs and operations as necessary and desirable.
- Request such information or assistance from any federal, state, or local government agency as may be necessary for carrying out the duties of the OIG.

- Require by subpoena the production of all information, documents, reports, records and other data and documentary evidence as may be required to perform the responsibilities of the OIG.
- Administer and take oaths from any person whenever necessary.
- Have direct and prompt access to the Public Printer whenever necessary.
- Enter into contracts and other arrangements and make payments as may be necessary in accordance with federal law.
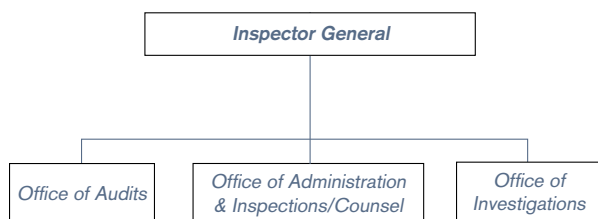
III. GUIDING PRINCIPLES

In accomplishing its mission, the GPO OIG is guided by the following fundamental principles:

- **Objectivity and Independence.** Both in appearance and fact, the GPO OIG will carry out its mission with the objectivity and independence contemplated by its statutory authority.
- **Integrity and Credibility.** The GPO OIG will maintain the highest ethical and professional standards and competencies.
- **Customer Service.** The GPO OIG will consistently strive to be cognizant of the needs of both GPO and Congress and coordinate closely with both.
- **Innovation.** The GPO OIG will incorporate the latest technology into its work in order to save taxpayer dollars and enhance the quality and timeliness of its work product.
- **Relevance and Timeliness.** The GPO OIG will prioritize its work in order to provide its customers with relevant, timely, and value-added products and services.
- **Teamwork.** The GPO OIG will work collaboratively in order to maximize its resources and most effectively utilize the myriad talents, skills, and experience within the office.
- **Employee Satisfaction.** The GPO OIG will provide an environment that fosters respect and values the diverse backgrounds, skills, and perspectives of all employees.

- **Commitment to Community.** The GPO OIG will develop and maintain professional contacts with other government and non-governmental entities to enhance OIG operations in a collaborative environment.

IV. ORGANIZATIONAL STRUCTURE

The OIG's primary organizational functions include the Office of Audits, the Office of Investigations, and the Office of Administration and Inspections. The following chart reflects the OIG's operational structure:

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V. STRATEGIC PLANNING PROCESS

The GPO OIG's strategic planning process was led by the Inspector General (IG) in coordination with the OIG's senior management team. In preparation for drafting this document, the OIG strategic planning team reviewed a variety of documents including prior GPO OIG strategic plans, other agency OIG strategic plans, and strategic planning guidance from a variety of federal government and other sources. Perhaps most significantly, we also carefully analyzed GPO's Strategic Vision for the 21st Century, the Public Printer's recently released blueprint for the ongoing strategic transformation of the agency. The OIG strategic planning team also met with a broad spectrum of stakeholders, including GPO management, Congressional staffs, and OIG personnel. In addition, the OIG's senior management team participated in a two-day facilitated strategic planning session. Taken together, these various efforts amounted to a top-to-bottom, fundamental review of every aspect of the GPO OIG's operations, resulting in the creation of this document.

VI. ENVIRONMENTAL FACTORS AFFECTING GPO OIG'S ACHIEVEMENT OF ITS STRATEGIC GOALS

A significant aspect of our strategic planning process was attempting to understand the environmental factors that are likely to impact the success of the GPO OIG as an organization, and, more specifically, our success in achieving the strategic goals articulated herein. These various factors and their impact on the GPO OIG are discussed below.

GPO is at the very center of the change in the ways people create and use information. For centuries, documents were typeset, printed, and distributed in essentially the same way. Today, an increasing percentage of documents are created and distributed electronically. GPO estimates that as many as 50% of all U.S. Government documents are now "born digital" and will never be printed in the conventional sense. Given this sea change in GPO's historical mission, it has recently embarked on an unprecedented effort to transform itself into a truly 21st century processor and distributor of digital information. Among the strategic goals which GPO seeks to accomplish in the next three to five years are:[1]

- Create a Digital Information System.

- Build a New Printing and Digital Information Facility.

- Streamline and Refocus Customer Services for Government Agencies.

- Create a New Internal Production Platform.

- Focus Federal Depository Library Program on Digital Content Management.

- Retrain GPO's Workforce.

- Develop a New Enterprise-wide Computing Platform.

- Redevelop Existing Headquarters Facilities.

- Reorganize GPO Around Business Lines.

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[1] *See* GPO's "A Strategic Vision for the 21st Century" (December 1, 2004).

In addition, the post-9/11 reality has required a new focus on the security and integrity of documents that are created by GPO. This new environment will place additional demands on GPO's resources to administer efficient and cost effective programs, while also presenting opportunities for expanded business lines to assist other agencies with secure printing needs.

GPO, like many other federal agencies, continues to experience a constriction of available resources. This has caused a steady decline in the number of FTEs within the OIG and, as a result, a decrease in the number of audits, inspections, and investigations that can be conducted. This trend must be reversed if the OIG is going to be able to provide the oversight necessary to ensure the GPO's successful transformation.

Beyond FTE requirements, other budget issues also pose significant challenges for the OIG in the area of resources for contractors. The increasingly complex nature of GPO's operations requires the OIG to conduct audit and inspection work in Information Technology (IT) and other areas that require difficult-to-find expertise. In order to adequately complete this work, it will be necessary to secure the assistance of outside contractors with the requisite experience and technical skills.

The OIG also faces the challenge of keeping pace with management in the areas of IT hardware and software capability. In order for the OIG to adequately monitor GPO's rapidly evolving IT infrastructure, we must maintain a commensurate level of sophistication and expertise.

The ambitious set of goals set forth in the Public Printer's vision can only be accomplished by an extraordinarily well-led, well-managed organization which is free from significant fraud, waste, abuse, and inefficiency. Therefore, it is critical that the GPO OIG have the strategic vision, management, leadership, and resources to adequately oversee GPO's unprecedented transformation. It is in the context of this changing environment that the OIG has drafted its own strategic plan for the next three years.

VII. GOALS, OBJECTIVES, AND STRATEGIES

The OIG has established four fundamental goals to define its strategic direction for the next three years. For each goal, we have articulated several objectives that provide further detail on what we aim to accomplish and has identified the strategies that will be employed to achieve implementation.

GOAL 1: Focus GPO OIG resources on those products and services that best facilitate the goals and objectives of GPO's Vision for the 21st Century.

Objectives:

1. Audit those programs which pose potential significant risks to the agency's strategic vision.

2. Evaluate whether GPO continues to meet the printing needs of Congress and other customers in the most efficient and cost effective manner possible.

3. Review GPO's proposed new business lines for appropriate organization, staffing, and funding.

Strategies:

a. Review the efficiency and cost effectiveness of planning, procuring, and integrating GPO's proposed digital content system.

b. Evaluate GPO's customer service for appropriate focus, staffing, and alignment with GPO's Strategic Vision.

c. Evaluate GPO's human capital strategy for aligning GPO's workforce size and skill-sets with the agency's strategic vision.

d. Evaluate GPO's new Security and Intelligent Documents line of business for appropriate staffing, funding, and focus.

e. Evaluate GPO's legislative proposals to determine whether they are sufficient to accomplish the agency's strategic vision.

GOAL 2: **Align GPO OIG's human resources to adequately support the OIG's mission and values.**

Objectives:

1. Ensure that the OIG's workforce possesses the skills, experience, and size to accomplish its mission.

2. Ensure that the OIG's leadership development and succession planning is adequate to meet future challenges.

3. Ensure the development of a results-oriented, high performance culture within the OIG.

Strategies:

a. Secure the resources necessary to make adequate investments in skills training and leadership development.

b. Update the OIG organization to reflect new operational priorities and identifiable leadership succession.

c. Provide all OIG personnel with adequate training and career development.

d. Update position descriptions as appropriate for all positions within the OIG.

e. Effectively utilize performance plans and evaluations to enhance productivity.

GOAL 3: **Improve OIG internal operations and productivity.**

Objectives:

1. Ensure that OIG internal operations conform to OIG community best practices.

2. Ensure that all OIG products are relevant and meet the highest quality standards for accuracy, clarity, and timeliness.

3. Ensure that the OIG secures appropriate levels of resources and manages them efficiently and effectively.

Strategies:

a. Progress toward a "paperless" operation.

b. Update all policy and procedure manuals.

c. Improve internal quality assurance programs.

d. Enhance coordination between the offices of Audits, Inspections, and Investigations.

e. Develop standard formats for OIG communications products, including reports, memoranda, and correspondence.

f. Implement an effective "telework" program to enhance flexibility and efficiency in the workplace and to ensure continuity of operations.

GOAL 4: **Improve coordination, communication, and information sharing with customers, Congress, the IG community and others.**

Objectives:

1. Continue to improve relations and communications between the OIG and GPO management.

2. Maintain effective and regular communications with Congress.

3. Ensure that the GPO OIG has an excellent reputation within the IG community and among its stakeholders.

Strategies:

a. Schedule regular meetings with GPO management to discuss issues.

b. Provide regular briefings to GPO management on OIG operations.

c. Develop new methods of effectively communicating the results of OIG work.

d. Maintain an up-to-date and easy-to-find web-page within GPO's web-site.

e. Increase participation in OIG community activities.

f. Conduct regular communications with key Department of Justice officials.

Strategic Plan